Levels		
1	2	3
RELATE	Relationship Management	Internal Customer IT Management
		External Customer IT Management
		Relationship Management Technical Support
DEVELOP	Requirements	Business Requirements Development
		Implementation Requirements Development
		Solution Development
		Time and Resources Estimation
		Solution Approval
	Enterprise IT Architecture	Enterprise IT Architecture Development
		Domain Architecture Approval
		Enterprise IT Architecture Approval
	Domain Architecture	Information Architecture Development
		Application Architecture Development
		Technology Architecture Development
		Security Architecture Development
	Standards	Standard Policies Establishment
		Standards Development
		Standards Approval
		Standards Publication

●●●

Figure 1A

Business Requirements Development	The purpose of the "Business Requirements Development" process is to identify and document the business inputs, outputs and schedule requirements, a well as the actors providing inputs or receiving outputs from the requirements.
	The Business Requirements Development process includes the following activities:
	1. Identifying and documenting business stakeholder needs, expectations and constraints;
	2. Identifying and documenting business drivers and business interfaces (both internal and external);
	3. Identifying and documenting schedule and business case requirements;
	4. Transforming stakeholder needs, expectations, constraints, and interfaces into business requirements;
	5. Defining constraints for verification and validation; and
	6. Providing business requirements to the Implementation Requirements process.

Figure 1B

Classes of Elements			
Client	Server	Enabler	Application
PC	Application Server	Middlebox	Platform Software
Desktop	Enterprise Server	ATM Access Switch	Operating System
Notebook	Specialized Server	FRAD	Database Manager
Subnotebook	AS/400	Router	Infrastructure Software
Terminal	Tandem	LAN Switch	Application Server
3270	Parallel System	LAN Hub	Batch Processing Tool
5250	Distributed Server	FEP	Database Admin.
Asynch Terminal	Midrange Server	VPN Concentrator	Diagnostic Tool

● ● ●

Figure 1C

Example Server Class Span

North America	US			
		Office XYZ	P2P Telecom	VRU
				Key System
				Call Recorder
				Web Conferencing
				Video Conferencing
				Audio Conferencing
				vMail
				PBX
			Infrastructure Servers	Database
				Print & Store
			Application Server	eMail / Groupware
				General Midrange
		NW Data Center	Infrastructure Servers	Database
				Print & Store
			Application Server	Print
				External
				Tape
				DASD
				eMail / Groupware
				Parallel
				General Midrange
				Tandem
				Enterprise

Figure 1D

Application Server	Enterprise	Tandem	General Midrange	Parallel	eMail / Groupware	DASD	Tape	External	Print	
RELATE	Relationship Management	Internal Customer IT Management									
		External Customer IT Management									
		Relationship Management Technical Support									
DEVELOP	Requirements	Business Requirements Development									
		Implementation Requirements Development									
		Solution Development									
		Time and Resources Estimation									
		Solution Approval									
	Enterprise Architecture	Enterprise IT Architecture Development									
		Domain Architecture Approval									
		Enterprise IT Architecture Approval									
	Domain Architectures	Information Architecture Development									
		Application Architecture Development									
		Technology Architecture Development									
		Security Architecture Development									

110 112 114 116 118 120 122 124 126

Figure 1E

		Workstation User	Telephony User	Self Serve User
Manage	Program Management Office			
	Govern			
	Business Office			
Advise	Advisory Services			
Operate	Logistics			
	Security Management			
	Service Delivery			
	Service Support			
	Operations			
Fulfill	Maintain			
	Deploy			
	Acquire			
Contact	Service Desk			
Develop	Quality Assurance			
	Engineering			
	Enterprise Architecture			
	Requirements			
Relate	Relationship Management			

100 102 104

Figure 1F

202

Data
Collection

204

Information
Analysis

206

Operating
Model

208

Sourcing
Scenarios

210

Interactions
(High Level)

212

Sourcing
Strategy

200

Figure 2

Figure 3

Fulfill

Contact

Operate

Relate

Develop

Advise

Manage

Sourced IT

BAU IT Adapter

BAU IT

Manage	Program Management Office
	Govern
	Business Office
Advise	Advisory Services
Operate	Logistics
	Security Management
	Service Delivery
	Service Support
	Operations
Fulfill	Maintain
	Deploy
	Acquire
Contact	Service Desk
Develop	Quality Assurance
	Engineering
	Enterprise Architecture
	Requirements
Relate	Relationship Management

100

402 — BAU IT Today

404 — BAU IT Tomorrow

406 — Sourced IT

BAU IT   Sourced IT   BAU IT Adapter

Figure 4

502

506

512

504

510

514

508

516

Figure 5

500

Figure 6

Supplier Management
- Relationship best practice management
- Delivery management
- Transition management
- Service measure management
- Financial and contract management

Supplier
- Services
- Products
- Relationship

Operational Interactions

Change

Strategic and Tactical Interactions

Service Interactions Request / Delivery

Solution Management
- Governance
- Customer relationship management
- Develop strategy
- Obtain customer requirements
- Architectural advice and consent
- Standard setting

Customer
- Internal and external change drivers
- Business requirements
- Day-to-day business operations

Requirements

BAU IT

BAU IT Adapter

1.	Relate
1.1	Relationship Management
2.	**Develop**
2.1	Requirements
2.2	Enterprise Architecture
2.3	Engineering
2.3.1	Application Engineering
2.3.2	Platform Engineering
2.3.3	Network Engineering
2.3.4	**Process Engineering**
2.4	Quality Assurance
3.	**Contact**
3.1	Service Desk
4.	**Fulfill**
4.1	Acquire
4.2	Deploy
4.3	Maintain

• • •

_700_

_702_

"Process Engineering" as it relates to the Services includes, but is not limited to, those activities necessary to continuously maintain the underlying work processes of the Services (and how they interface with Client's business processes) at a best-in-class level.

Such activities include:

1. Identifying the applicable process objectives (e.g., cost reduction, output speed, quality improvement, etc.)
2. Documenting, measuring and evaluating the existing processes
3. Identifying the business processes dependencies
4. Identifying technology and other changes to the Services that require the design of new process
5. Identifying technology and other enablers that can enhance the processes
6. Designing new processes to produce the desired objectives
7. Documenting the new processes, including by developing process maps, textual write-ups, etc.
8. Prototyping or testing the new processes before wide-scale release
9. Developing the resource requirements and functional roles of the personnel to perform the processes
10. Designing the organizational changes necessary to achieve the desired outcome
11. Enhancing processing capabilities and efficiencies through system tuning and other run-time improvements
12. Specifying the technology and/or other enabler requirements in support of new processes
13. Performing a risk assessment of the process, organizational, technological or other changes associated with new processes
• • •

Figure 7

Sourcing Strategy

Sourcing Transaction

Data Collection

Information Analysis

Operating Model

Sourcing Scenarios

Interactions (High-Level)

Sourcing Strategy

Figure 8

Transfer
902

Transition
904

Transformation
906

Contract Effective Date

Assets, People, Knowledge

Technology Change, Best Practice Implementation

Operating Model, Business Processes

Operate "Future"

Operate AIWI

AIWI

End of Transition

End of Transformation

TED Achieved

Continuous Improvement

End of Term

Figure 9

	Examples		
Processes	Requirements	Help Desk	Operations
	Architecture	Reporting	Service Support
	Engineering	Acquisition	Service Delivery
	Quality Assurance	Deployment	Security Management
	Order Entry	Maintenance	Logistics
Technologies	PC	Switch	Database Server
	Camera	FRAD	Print/File Server
	Scanner	Router	Voice Server
	Printer	FEP	CTI
	Telephone	Firewall	Wallboard
	ATM	Circuit	Predictive Dialer
Geographies	United States	Data Center	Europe
	Canada	Location Types 1, 2, 3	Asia
	New York	Home	South America
	Toronto	Kiosk	Australia
Business Units	Corporate Centers	Lending Operations	Investment Operations
	Retail Banking	Trading Operations	

Figure 10

Term Sheet	Value Chain Processes
Network Service Management:	
A. Supplier's responsibilities to provide the Services will include:	
i. Manage and report on the capacity and configuration of the Network.	Network Operations, Capacity Management, Configuration Management, Service Desk Reporting
ii. Supplier will act as a single point of contact for the management of the Network.	Network Operations
iii. Supplier will maintain Equipment inventories, locations lists, Network diagrams and other Network documentation and information.	Configuration Management, Infrastructure Architecture, Network Engineering
iv. Supplier will provide such information to Client in an online, self-service, electronic Web format available to Authorized Users.	Service Desk Reporting, Operational Interaction

1100

1102

Figure 11

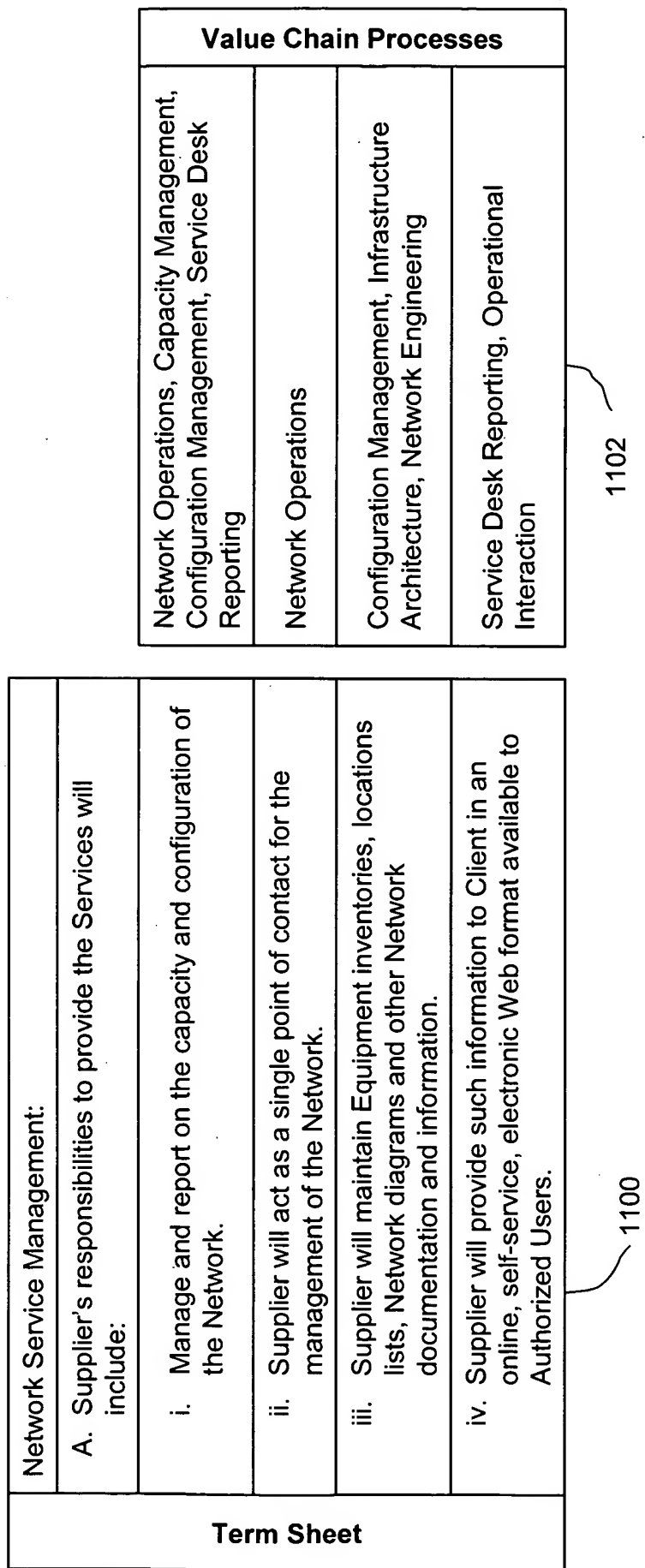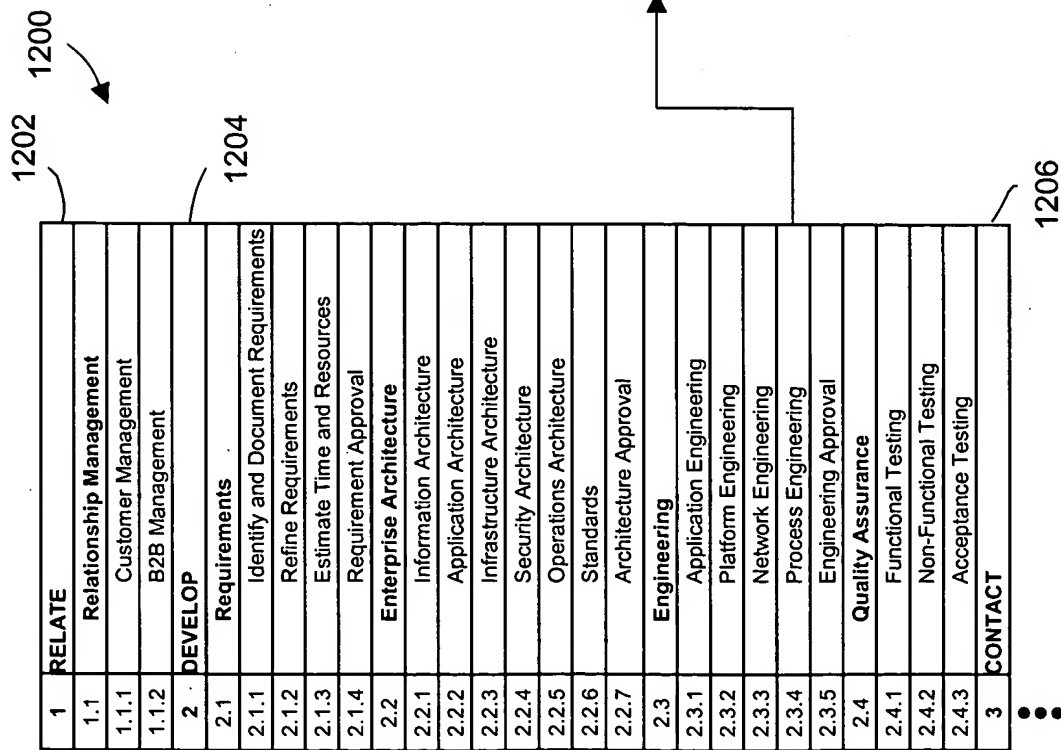| 1	RELATE
1.1	Relationship Management
1.1.1	Customer Management
1.1.2	B2B Management
2	DEVELOP
2.1	Requirements
2.1.1	Identify and Document Requirements
2.1.2	Refine Requirements
2.1.3	Estimate Time and Resources
2.1.4	Requirement Approval
2.2	Enterprise Architecture
2.2.1	Information Architecture
2.2.2	Application Architecture
2.2.3	Infrastructure Architecture
2.2.4	Security Architecture
2.2.5	Operations Architecture
2.2.6	Standards
2.2.7	Architecture Approval
2.3	Engineering
2.3.1	Application Engineering
2.3.2	Platform Engineering
2.3.3	Network Engineering
2.3.4	Process Engineering
2.3.5	Engineering Approval
2.4	Quality Assurance
2.4.1	Functional Testing
2.4.2	Non-Functional Testing
2.4.3	Acceptance Testing
3	CONTACT

1202 1200

1204

1206

"Process Engineering" as it relates to the Services includes, but is not limited to, those activities necessary to continuously maintain the underlying work processes of the Services (and how they interface with Client's business processes) at a best-in-class level. Such activities include:

1. Identifying the applicable process objectives (e.g., cost reduction, output speed, quality improvement, etc.)
2. Documenting, measuring and evaluating the existing processes
3. Identifying the business processes dependencies
4. Identifying technology and other changes to the Services that require the design of new process
5. Identifying technology and other enablers that can enhance the processes
6. Designing new processes to produce the desired objectives
7. Documenting the new processes, including by developing process maps, textual write-ups, etc.
8. Prototyping or testing the new processes before wide-scale release
9. Developing the resource requirements and functional roles of the personnel to perform the processes
10. Designing the organizational changes necessary to achieve the desired outcome
11. Enhancing processing capabilities and efficiencies through system tuning and other run-time improvements
12. Specifying the technology and/or other enabler requirements in support of new processes
13. Performing a risk assessment of the process, organizational, technological or other changes associated with new processes

• • •

1208

Figure 12

CLIENT ELEMENTS (1300)

1	CLIENT ELEMENTS
1.1	PC
1.1.1	Desktop
1.1.1.1	Corporate Desktop
1.1.2	Notebook
1.2	Telephone
1.2.1	Digital
1.2.2	VoIP
1.2.3	Mobile
1.3	PDA
1.3.1	Standalone
1.3.2	Blackberry
1.3.3	Pager
1.4	Printer
1.4.1	Networked
1.4.2	Personal
1.5	Retail Banking
1.5.1	ATM
1.5.2	CDU
1.5.3	PIN Pad

Attributes :
- Refresh Rate: 3 yrs.
- Under Warranty
  - Windows 2000 @ N-1
  - MS Office 2000 @ N-1
  - Lotus Notes @ N-2

(1312)

SERVER ELEMENTS (1302)

2	SERVER ELEMENTS
2.1	Centralized Application
2.2	Distributed Application
2.3	Data Base
2.4	Mail
2.5	Print and Store
2.6	Voice
2.6.1	IVR
2.6.2	PBX
2.6.3	ACD

APPLICATION ELEMENTS (1304)

4	APPLICATION ELEMENTS
4.1	SAP
4.2	PeopleSoft
4.2.1	Financials
4.2.2	Human Resources
4.3	Oracle
4.3.1	Financials
4.4	Siebel
4.4.1	Sales
4.4.2	Marketing

ENABLING ELEMENTS (1306)

3	ENABLING ELEMENTS
3.1	Middleboxes
3.1.1	ATM Switch
3.1.2	Statistical Multiplexers
3.1.3	FRAD
3.1.4	Router
3.1.5	LAN Switch
3.1.6	LAN Hub
3.1.7	FEP
3.1.8	Firewall
3.1.9	Gateway
3.1.10	PAD
3.1.11	Cache
3.2	Link and Link Devices
3.2.1	WAN Circuit
3.2.2	MAN Circuit
3.2.3	LAN Cabling
3.2.3.1	Vertical
3.2.3.2	Horizontal
3.2.4	Modem
3.2.5	DSU and CSU
3.2.6	PSU
3.2.7	DWDM Media Access
3.2.8	Patch Cords
3.2.9	Environmental Equipment
3.2.9.1	UPS
3.2.9.2	A/C
3.2.9.3	Equipment Racks

3rd PARTY ELEMENTS (1308)

5	3rd PARTY ELEMENTS
5.1	Client Specific – TBD

REAL ESTATE ELEMENTS (1310)

6	REAL ESTATE ELEMENTS
6.1	Client Specific – TBD

Figure 13

Client Elements

		Europe	Retail
			Loans

Enterprise

Printers — 1404

North America — Retail (C Ctr., BSC), Loans (Branch, C Ctr.)
Network Printer

Europe — Retail, Loans
Network Printer

Workstations — 1406

North America — Retail (C Ctr., BSC), Loans (Branch, C Ctr., Home)
PC

Kiosk — PC

Europe — Retail, Loans
PC

Attributes : — 1410

- ▲ Refresh Rate: 3 yrs.
- ▲ Under Warranty
- ▲ Windows 2000 @ N-1
- ▲ MS Office 2000 @ N-1
- ▲ Lotus Notes @ N-2

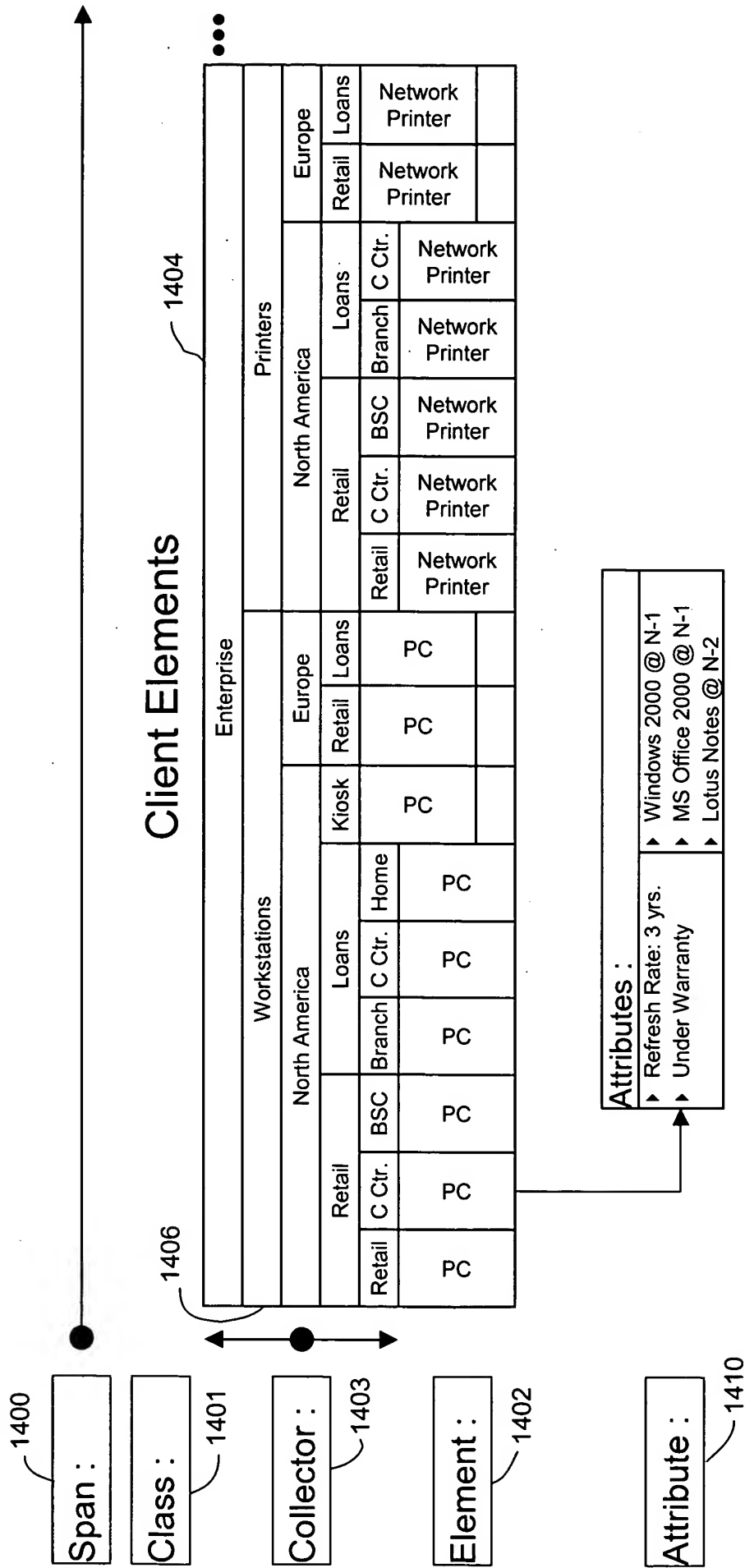| Span :	1400
Class :	1401
Collector :	1403
Element :	1402
Attribute :	1410

Figure 14

1500

1502
- ■ Supplier has full responsibility
- □ Supplier has coordination responsibility
- ▲ Client has full responsibility
- ● TBD
- ○ TBD

1506

	Enterprise										Printers								
	Workstation											North America						Europe	
	North America							Europe				Retail		BSC	Loans			Retail	Loans
	Retail				Loans		Kiosk	Retail	Loans		Retail	C Ctr.			Branch	Loans	C Ctr.		
	Retail	C Ctr.	BSC	Branch	C Ctr.	Home													
	PC	PC	PC	PC	PC	PC	PC ·	PC	PC		Network Printer	Network Printer	Network Printer	Network Printer	Network Printer	Network Printer	Network Printer	Network Printer	Network Printer

1	**RELATE**
1.1	**Relationship Management**
1.1.1	Customer Management
1.1.2	B2B Management
2	**DEVELOP**
2.1	Requirements
2.1.1	Identify and Document Requirements
2.1.2	Refine Requirements
2.1.3	Estimate Time and Resources
2.1.4	Requirement Approval
2.2	**Enterprise Architecture**
2.2.1	Information Architecture
2.2.2	Application Architecture
2.2.3	Infrastructure Architecture
2.2.4	Security Architecture
2.2.5	Operations Architecture
2.2.6	Standards
2.2.7	Architecture Approval
2.3	**Engineering**

1504

• • •

Figure 15

Level-1 Interaction	Develop	Quality Assurance
		Engineering
		Enterprise Architecture
		Requirements
	Relate	Relationship Management

BAU IT

Supplier

Figure 16

Figure 17

Interaction Template	
Description	▸ Description of the interaction
Direction	▸ Supplier → Customer ▸ Customer → Supplier ▸ Customer + Supplier
Relevant Actors	▸ Client (names and/or positions) ▸ Supplier (names and/or positions)
Contents	▸ Description of document (e.g., text, sample forms, table of contents) ▸ Description of meeting (e.g., agenda)
Format	▸ Document (e.g., paper, electronic) ▸ Meeting (e.g., telephone, video, in-person)
Frequency of Occurrence	▸ Recurring (e.g., weekly, monthly, etc.) ▸ Ad-hoc
Iterations Expected	▸ One ▸ Multiple (provide number)
Service Measures	▸ Description of measures (e.g., temporal, availability, quality)

1800

Figure 18

Figure 19

2000
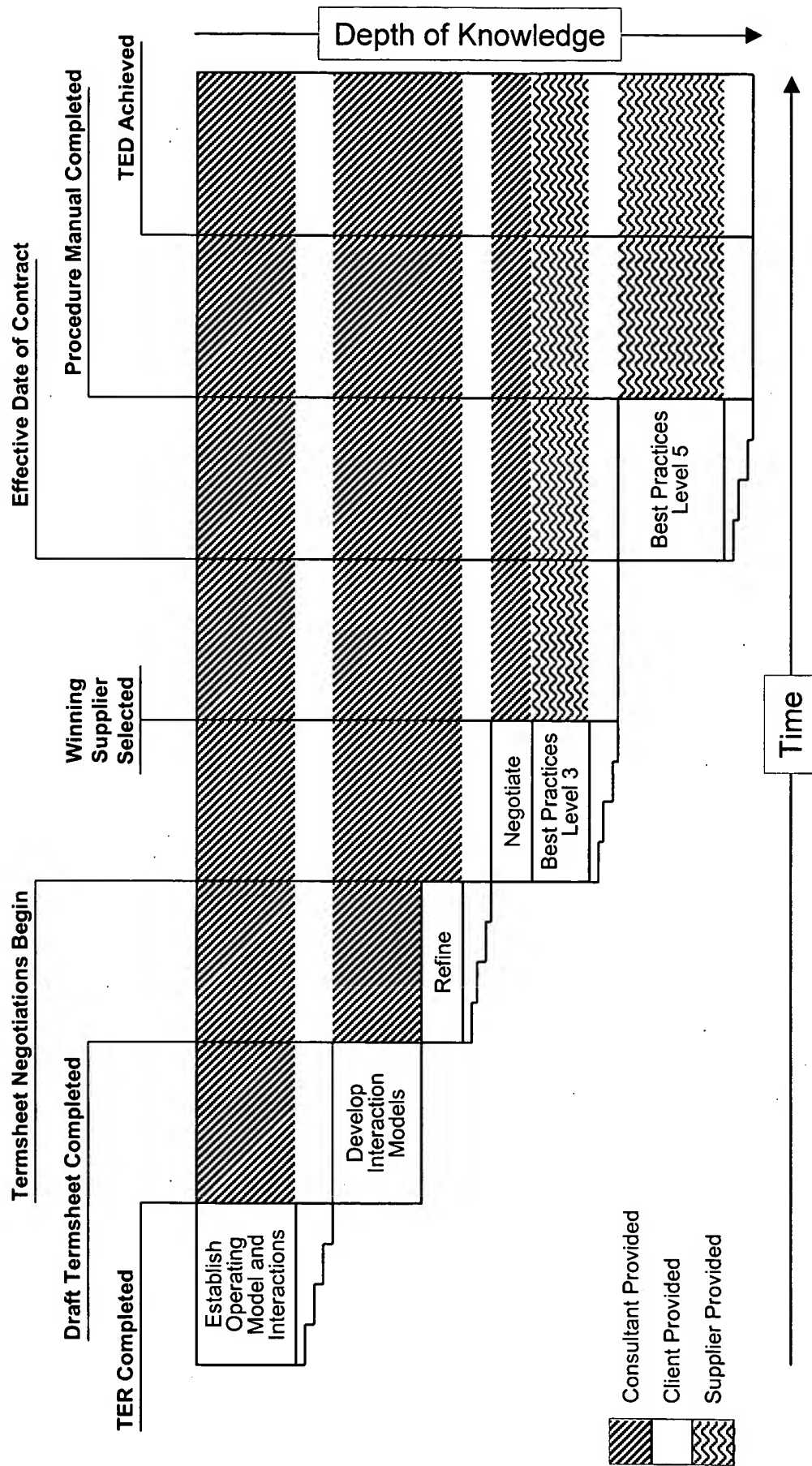
	Service Measure					Service Level				
							For		And	
Ref.	Name	Definition	Type	Unit	Qualifier	Value	%	Value	%
5.4.3	Access Request Time	Means the elapsed time between when a Client submits a request for systems and/or data access rights, and the moment that Supplier grants such access rights.	Temporal	Business Days	≤	1	95%	2	100%
2.1.1	Business Solution Inaccuracy	Means, for all solutions delivered by Supplier in response to high-level business requirements, the percentage of such solutions rejected by Client as either insufficient or not adequately addressing the requirements.	Quality	%	≤	10	100%		

Figure 20

Program Management Office

Manage

Govern

Business Office

Advise

Advisory Services

Logistics

Security Management

Operate

Service Delivery

Service Support

Operations

Maintain

Fulfill

Deploy

Acquire

Contact

Service Desk

Quality Assurance

Develop

Engineering

Enterprise Architecture

Requirements

Relate

Relationship Management

2100

2110

2101

2104

2104

2104

2104

2104

2106

2106

2106

2104

2104

2104

2104

2108

2108

BAU IT

2102

Supplier

2103

Client

▲ Service Availability
▲ Help
▲ IMACs
▲ Repair

Figure 21

2200 →

Service Measures	Service Levels						
			Retail		Loans		
	Enterprise		North America	Europe	North America	Europe	Kiosk
1 **RELATE**							
1.1 **Relationship Management**							
1.1.1 Customer Management							
1.1.2 B2B Management							
2 **DEVELOP**							
2.1 **Requirements**							
2.1.1 Identify and Document Requirements							
2.1.2 Refine Requirements							
2.1.3 Estimate Time and Resources							
Business Solution Delivery Time Accuracy	**≥ 98%**						
2.1.4 Requirement Approval							
Business Solution Inaccuracy	**≤ 10%**					**≤ 2%**	
2.2 **Enterprise Architecture**							

• • •

Figure 22

2302 2300

Figure 23

		Enterprise																
		Workstation										Printers						
		North America						Kiosk	Europe		North America						Europe	
		Retail				Loans			Retail	Loans	Retail			Loans			Retail	Loans
		Retail	C Ctr.	BSC	Branch	C Ctr.	Home				Retail	C Ctr.	BSC	Branch	C Ctr.		
Network Charge		PC	PC	PC	PC	PC	PC	PC	PC	PC	Network Printer	Network Printer	Network Printer	Network Printer	Network Printer	Network Printer	Network Printer
Desktop Charge																	
Compute Charge																	
1	RELATE																
1.1	Relationship Management																
1.1.1	Customer Management																
1.1.2	B2B Management																
2	DEVELOP																
2.1	Requirements																
2.1.1	Identify and Document Requirements																
2.1.2	Refine Requirements																
2.1.3	Estimate Time and Resources																
2.1.4	Requirement Approval																
2.2	Enterprise Architecture																
2.2.1	Information Architecture																
2.2.2	Application Architecture																
2.2.3	Infrastructure Architecture																
2.2.4	Security Architecture																
2.2.5	Operations Architecture																
2.2.6	Standards																
2.2.7	Architecture Approval																
2.3	Engineering																

SP LLP - SourcingWizard

Edit   File   View   Tools   Window   Help

Start Page | Service Levels | Suppliers | Value Chain | Activity | Organization | Interaction Model | Interaction Overview | Actors

Toolbox   Service Levels

2402   2404

Customer Segments	Supplier Management	Service Development						Customer Contact			Fulfillment						Operations		Advisory Services		Administration				Total
		Requirements	Architecture	Standards	Design and Engineering	IMAC	Help Desk	Local Area Services	Metropolitan Area Services	Wide Area Services	Internation Services	Internet Services	SNA Logical Network	Servers	Desktop Software	Devices	Operations (NOC)	Security	Project Management	Consulting	Management	Human Resources	Finance and Administration	Asset Tracking	
PC		1				50	200			15							20	50	1						337
ABM		1																							2
eBanking		1																							2
POS		1																							3
Voice		1																							1
Management	26		26				1											1	22		105		2		183
Total	26	5	26			50	201			15							20	51	23		105		2		528

2400

Scope   Cost   FTE [Top Level]   Metrics   Suppliers

2410   2412   2414   2416   2418

Figure 24